In the interest of an orderly meeting, we will conduct the meeting in accordance with the following procedures:

1. The business of the meeting will be conducted as set forth in the Agenda.

2. Only stockholders of record at the close of business on March 2, 2020 (or their proxy holders) are entitled to submit questions relevant to the business of the meeting.

3. Any substantive stockholder proposals or nomination for membership on the Board during the meeting will not be entertained.

4. Stockholders may submit questions to be considered during the question period as set forth in the Agenda by following instructions on the meeting website to submit questions in writing.

5. The views, questions and constructive comments of the shareholders are valued and welcome, but the purpose of the meeting will be observed and questions or comments will not be addressed that are determined to be irrelevant or inappropriate. Examples of irrelevant or inappropriate questions or comments include those that are:

   • Irrelevant to the business of the meeting or ArcBest’s business
   • Related to pending or threatened litigation
   • Derogatory references that are not in good taste
   • Unduly prolonged (i.e., longer than one minute)
   • Substantially repetitious of statements made by other persons
   • Related to personal grievances

   The Company’s determination as to the relevancy or appropriateness of a question or comment will be binding. Follow-up questions submitted during the question period will be addressed only if time permits and after all other pertinent questions have been addressed.

6. Any matters of individual concern, such as personal business, grievances or matters that do not relate to the business of the Company, should be raised outside of the meeting by contacting our Investor Relations department at invrel@arcb.com.

7. The Chairman will not repeat questions already asked by other stockholders. If we receive substantially similar questions, we will group such questions together and provide a single response to avoid repetition.

Thank you for your cooperation.